



## New College Council

*Meeting of Wednesday, December 15, 2021, 12:10pm–2:00pm*

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### AGENDA

1. Minutes of the Meeting of November 4, 2021 [\(attached\)](#)
2. Business Arising from the Minutes
3. Report from Student Councils
  - i) NCSC
  - ii) NCRC
  - iii) Course Unions
4. Report from Standing Committees
  - i) Academic Affairs – T. Goldstein
  - ii) NEWSS – L. McCormack-Smith
5. Report of the Striking Committee – K. Huffman
6. Report of the Principal – B. McElhinny
7. Report of the Vice Principal – T. Goldstein
  - i) New Pedagogies Discussion Group
  - ii) New Research at Noon with Senior Doctoral Fellows
  - iii) CEL Retreat
8. Report of the Chief Administrative Officer – R. Vander Kraats
9. Report from the Registrar's Office – K. Huffman
10. Report from the Office of Residence and Student Life – L. McCormack-Smith
11. Report from the Advancement Office – M. Petri
12. Report from the Communications Office – N. Cahill
13. Other Business
14. Adjournment



# UNIVERSITY OF TORONTO NEW COLLEGE

## New College Council

*Meeting of Thursday, November 4, 2021, 12:10 p.m. – 2:00 p.m.*

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Present: J. Newman (Chair), N. Dragicevic (Secretary), R. Vander Kraats, A. Guerson, E. Weisbaum, L. McCormack Smith, N. Cahill, K. Huffman, M. Petri, J. Stronghill, L. Kwiatkowski, B. Russell, L. Newbery, T. Goldstein, M. Lo, B. Registe, B. McElhinny, A. Dias.

Regrets: ASCU President, H. Si, M. Cassar

### Minutes of the Meeting of October 4, 2021

Approved

### Business Arising from the Minutes

There was no business arising from the minutes.

### Report from Student Councils

- i) NCSC – none.
- ii) NCRC – none.
- iii) Course Unions – none.

### Report of the Striking Committee – K. Huffman (report attached)

- Academic Affairs Committee – this year the nominations are L. McCormack Smith, a representative from New College Student Council, a representative from the Critical Studies in Equity and Solidarity student group, C. Desai from the teaching group, and L. Kwiatkowski from IFP representing the USWA group.
- Building Committee – nominations are Director, Caribbean Studies, NCSC rep, CSES rep.
- Library Committee – nominations are A. Guerson, K. Ahmed, C. Desai, and a rep from NCSC Student Council.
- NEWSS - all comprised of ex officio or appointed roles.
- Priority Planning and Budget Committee – there are four elected members of council and the nominations are a rep from NCRC, L. Kwiatkowski from IFP, F. Garrett, Director of BPMH and D. Chang, Associate Registrar.
- K. Huffman put forward a motion to vote in favour of the nominations. Approved.
- An open call was sent out for nominations for the Chair of College Council. Outside of a nomination to have J. Newman continue as chair, there were no further nominations. J. Newman accepted.

### Report of the Principal – B. McElhinny

- An invitation was sent yesterday from Mississaugas of New Credit Elder, Nancy Rowe, to come to her lodge for a series of three sessions on thinking through treaty, land acknowledgement, and colonial histories for the Mississauga people. There are fifteen

- slots right now, more may open. People are being asked to register for all three days.
- Two weeks ago, the last of the scheduled ARCEO training sessions took place and we are thinking about next steps. That work is going to come from each unit and college. The letter of accountability from African Studies and Caribbean Studies requested an external review. We also have the task force's calls for action to think through and think about how they'll be realized in the college. There will be continued conversations about what the continuing work on anti-racism and anti-colonialism looks like.
  - The Provost struck a College Review with a set of working groups to think through the status of colleges; their relationship with Arts & Science; their relationship with the Provost's Office, and relationships with each other.
    - ♦ There is a Student Experience working group which has issued a draft report that makes recommendations around staffing for student services, community building initiatives, consistency of access to student services across colleges, better communication to students on processes and functions that the colleges support versus what the faculties and academic programs support, a deeper integration of equity, diversity, inclusion and accessibility principles and outcomes, and better access to reliable institutional data. The Recruitment, Admissions and Enrollment planning group have recommendations that include the implementation of a design tool to aid students in college selection, developing a single FAS application for all colleges, the development of a tool to measure student engagement, success and satisfaction, and standardizing service levels across the colleges. Absent from these discussions are reviewing the relative balance between domestic and international students and the ways in which that interacts with how enrollment decisions are made and how support for students is implemented across the colleges.
    - ♦ The Residence Working groups made two recommendations: appointing a senior leader to conduct a strategic planning exercise and thinking about the fact that there have been few resident spaces built for all direct entry students. B. McElhinny commented on the first recommendation, noting that we were hoping to get closer to a recommendation rather than a recommendation for further review. These draft reports have not yet been finalized.
    - ♦ The Resource Working Group, which B. McElhinny serves on along with Michael Ratcliffe, the Principal of Trinity College, has recently made twelve different recommendations on issues ranging from capital projects, budgetary recording processes, IT, and student service support. The Principals recently met with the chairs of that committee and provided a set of comments that will hopefully lead to a thoughtful revision.
  - We are continuing to transition with cautious optimism to more in person activities for Winter 2022. There are several changes. Yesterday there was word that job searches can be done either online or in person as we choose. Certain student programs abroad have been cleared. Faculties are either increasing the number of in-person activities, are currently anticipating increasing number of in-person activities come January, or if they weren't doing them before are beginning to. We will remain supportive of family care needs and accommodation needs.
  - B. McElhinny noted the end of her five-year term. A self-study will go to the Provost and the Dean on November 15th. B. McElhinny has been asked to let the Provost and the Dean know by Monday if she is willing to stand for reappointment. A letter will come out next week that will initiate the process for what comes next.

T. Goldstein thanked B. McElhinny for her leadership during a challenging time.

B. McElhinny noted that the challenges in the last couple of years have been the highlight of her career at the University and working with the New College staff has been a privilege.

#### Report of the Vice Principal – T. Goldstein

- There was discussion about the successes and issues with teaching and learning this fall semester. There is consensus among faculty and course instructors that there is no one set of strategies or practices (online teaching or in-person teaching) that will work for everybody. T. Goldstein thanked the staff that work with the Program Directors for their support for their flexibility this semester and for trying to accommodate and support as many students as possible in their courses this fall. T. Goldstein also thanked N. Crawley and N. Dragicevic, B. McElhinny for her leadership, and R. Vander Kraats for his work getting new spaces constructed within the college. T. Goldstein noted the issues around room changes, floods and tech issues, and thanked D. Bahn, and J. Stronghill for their tech support, and A. Guerson for her help with online teaching support.
- The Program Directors are also talking about how to increase enrollments for courses with low enrollment.
- There are discussions regarding good practices around social media to promote our programs.
- T. Goldstein invited E. Weisbaum to talk about an important event for Buddhism, Psychology and Mental Health - Thich Nhat Hanh is a Zen scholar from Vietnam who did work with Martin Luther King and has a new book that just came out “Zen and the Art of saving the planet.” The editor of the book and commentator, and one of his key teachers from his center in France are zooming in to do a book launch event with New College. They were recently invited to do a Ted Talk for a series that is coming out in coordination with the COP26 and are delegates at the COP26. The book launch is Friday, November 19th.
- The Going to Grad School workshop was October 26<sup>th</sup>, with six senior doctoral fellows participating. L. Newbery was present to speak. There were 80 participants.
- New Research at Noon continues tomorrow, November 5<sup>th</sup>: Research from Buddhism, Psychology and Mental Health – Anthony Scott and Daniel Ramjattan.
- T. Goldstein noted excitement for the work that N. Cahill and S. Atkinson are doing for the new website. It will be valuable to have a new space to talk about New College programs and showcase work.

#### Report of the Chief Administrative Officer – R. Vander Kraats

- Capital projects are continuing to make progress. Work is on track for 45 Willcocks for the third week of February 2022. The Second Cup will open on January 10<sup>th</sup>. The Wetmore and Wilson projects have experienced some unforeseen conditions (floods and broken pipes) so completion may happen in January.
- November is the month to prepare year end forecasts for the university, both the operating budget and the ancillary budget. Demand for IFP and residence space has been very strong despite the pandemic. R. Vander Kraats noted he is optimistic that we are in very good financial shape right now. There were major losses in summer programs but setting aside contingencies over the past decade has served us very well. R. Vander Kraats will report on this at the next NCC meeting.
- The New College Initiatives Fund (NCIF) was established eight years ago, and it is time to review it to make sure that it still works for the college. It is designed to fund initiatives for which there are no existing base budget funds.
  - ♦ The goals of the NCIF should be used to support exciting new ventures that clearly evidence the priorities of our academic plan, enhancing the student

- experience, linking research to undergraduate teaching, encouraging interdisciplinary community outreach, and advancing equity and diversity.
- ♦ The NCIF has six bins and a manager who oversees each bin and depending on the type of request they will go to a specific manager for approval. The academic bin is managed by T. Goldstein and J. Newman. The advancement bin is managed by M. Petri, student life by L. McCormack-Smith, special initiatives by B. McElhinny, and R. Vander Kraats manages the ancillary bin as well as the infrastructure bin. Each bin manager has the authority to approve requests up to \$5,000. Most requests fall within the \$5,000 range. For requests above \$5,000, there are two thresholds - a \$5,000 to \$25,000 range, where the application goes to the bin manager and then to a subcommittee of planning, priority, and budget, who then makes the final decision. Requests above \$25,000 go to the bin manager and then it goes to the planning, priority, and budget committee for a final decision.
- ♦ There is a form on the New College website which applicants fill out and send to the appropriate bin manager: [NCIF form](#)
- ♦ For initiatives that repeat yearly, funding should go through the base budget.

R. Vander Kraats opened the floor for any feedback or questions regarding the NCIF.

L. McCormack-Smith stated that holding a small info session may be valuable and may result in cross collaborations.

A. Dias commented that both times he had applied for NCIF funding were successful and that he was thankful the funding was available. A. Dias suggested it might be helpful to know what successful proposals have looked like in the past, so people could get an idea as to the types of requests that were supported, which may encourage more people to apply.

T. Goldstein clarified the goals of the NCIF and that the projects should benefit New College students and the New College community as a whole.

T. Goldstein also noted that N. Dragicevic works with the financial team to track all the projects and assists in determining if things like top-ups to NCIF's can be approved. R. Vander Kraats noted there is a good process for sending out approvals to successful applicants.

#### Report from the Registrar's Office – K. Huffman

- The Registrar's Office continues to have a very high demand for advising appointments, which are typically booked a week in advance. To help alleviate that demand, the Registrar's Office had their first Zoom drop in advising appointment session today. All the advisors were logged into Zoom, students were kept in a waiting room and were able to speak with an advisor, confidentially, one on one. The session started with a queue of about eight students and ran for an hour and a half to two hours. K. Huffman thanked T. Patel and Berenice Alvarez Guajardo, who managed the technical side of the session.
- Grant applications are available for New College students at the following link: [Grant Applications](#). K. Huffman noted for teaching staff, that they can refer students back to their college registrar's office to apply for financial assistance as every college has a bursary program available.
- The frontline is open for walk-ins, and the office is continuing with phone, email, and remote work. Advising appointments are primarily virtual. The guidelines around physical distancing will determine what the winter session will look like. For this fall,

there has been an advisor in the office who is on call, and there are two supervisors as well.

A. Guerson asked if in person appointments were happening. K. Huffman clarified that if a student specifically requested an in person appointment, then the student would either be meeting with K. Huffman or the Associate Registrar, T. Patel.

#### Report from the Office of Residence and Student Life – L. McCormack-Smith

- L. McCormack-Smith noted that students have been very good about compliance and social distancing.
- The “Let’s Talk” end of term is coming up December 6-9<sup>th</sup>.
- With adherence to COVID protocols, there will be shorter drop-in events at different locations around New College and a focus on low key de-stressing activities that will be run by senior peer leaders.
- There will be work with the dining hall for a late-night breakfast (midnight pancakes), and doing an exercise around effective studying, then promoting good sleep habits.
- Academic programmers are doing a program on addressing post-midterm stress on November 16<sup>th</sup>.
- There are more study hubs coming up.
- There is a focus on in-person programming, particularly for students and residents. Senior peer leaders have been doing tour-based programming for people in commuter populations.
- There are intentional conversations with the Dons, meeting one on one with students from their house, to check in about how things are going and to see if there are any resources and support that can be offered.
- There was a “Dress your Don” and pumpkin carving event for Halloween which was very popular and well attended.
- The New College Residence will be open for the winter break for students who cannot go home. People will be able to book for the entire break at \$30 per night. L. McCormack-Smith noted that the break period is one week longer than usual, and that residence reopens on January 9<sup>th</sup>. If people have a flight accommodation and they can demonstrate proof of flight, it will be \$30 per night for whichever days they need to stay later than the end of term which is December 22<sup>nd</sup> or return earlier than January 9<sup>th</sup>. Other than that people are not allowed to select which days they wish to be in residence, this is in an effort to control numbers and to ensure staff are given a break. The ORSL team and L. McCormack-Smith will be doing on call rotations to support the building, as well as having Dons on call during the break. There will also be programming for the students and residents recognizing that for many of them, it is not their choice to be staying.
- If students are unsure if they can travel without having to quarantine to return, L. McCormack-Smith suggests they connect with the Office of the Vice Provost students so that they can review their individual case. As it stands right now, those who have two doses of a WHO approved vaccine and the mRNA booster are not eligible for a quarantine exemption. A person must have to have two doses of the Health Canada vaccination to be eligible for the quarantine exemption. For many students that is going to impact whether that means that they are currently in compliance in residence.
- L. McCormack-Smith notes that she has been told that the quarantine program through the university is going to be wrapping up, which means that the quarantine options available are going to be through the external providers who are available. That is recognizing that the need for quarantine has dramatically lessened from hundreds of students to about 16 students in quarantine.

L. Kwiatkowski asked if there were going to be anymore residence rooms available for January.

L. McCormack-Smith stated she did not believe so. The only floor that does not have anybody on it needs to be held for isolation spaces for when they are needed. ORSL will be offering any spaces that have withdrawals over the next month, which is likely going to be between 20 to 30 spaces. If somebody does need housing for the January term, they should start reaching out to ORSL now.

#### Report from the Advancement Office – M. Petri

- The advancement office had their first Dinner at New with special guest alum from the class of 2012, MPP Doly Begum. There were 29 students in attendance at this virtual event. M. Petri thanked B. Registe for doing a fantastic job of putting the event together, and thanked B. McElhinny for being a great host. Doly Begum was wonderful in articulating her story and connecting with students. There was a lot of great feedback.
- Work is being done on the alumni speaker series. These lectures draw on stories and successes of New College alumni who have returned to share their experience and expertise. W. Ju has agreed to speak on imposter syndrome and the link to mental health.
- The first profile for the project representing New College alum that are working at the university, has been posted on the New College website, a collaboration with N. Cahill and the Communications team, and has been included in NEW Routes. Throughout the university there are hundreds of New College alumni working in a wide variety of positions. This project speaks to New College graduates and to the exceptional employment opportunities at the university. Natasha Bijelich who is the Assistant Director of International Student Recruitment was the first profile that was highlighted.

#### Report from the Communications Office – N. Cahill

- Regarding work on the new website, the focus is on the website portion of the project. There will be a staged site that is live internally, early in 2022.
- On November 17<sup>th</sup> the initial designs for the new website will be shown by Northern. They have developed four pages and want to get feedback.
- There is a meeting with the developer to talk about functionality. This will involve looking at the current website, deciding what doesn't work and what is needed for the new website.
- There has been discussion around the university about the ways we are communicating internally. Many divisions are very dependent on listservs as a main source of internal communications, but we are looking for ways to communicate internally that allow for more engagement and dialogue. There are discussions around how Teams could be used and how something like Mailchimp could be used. N. Cahill will keep people updated as the conversations evolve.
- There are a couple of projects for the holidays. There will be a printed version and an electronic version of a holiday card which will be sent around to people to be shared. There will be another edition of "NEW Recommends" which is the winter break reading list that was done last year and received great feedback.
- There have been great stories from New College that have been covered in U of T News this semester. There was a piece on J. Larkin and her career, a piece that marked the 50th anniversary of Women & Gender Studies, a piece that looked at the impact of international students on our community, and one of our residence academic programmers was featured. Most recently, Hannah Flores's spoken word poetry was

showcased at the Raptors home opener.

- The next newsletter will go out on November 17<sup>th</sup>.

#### Other Business

- B. McElhinny invited everyone to take a look at the white pine planted in the quad. It was planted by an indigenous youth group, the Nikibii Dawadinna Giigwag. B. McElhinny thanked R. Vander Kraats and L. McCormack-Smith for their work to make the event happen.
- J. Newman announced that the library is planning an opening overnight during the exam break as has happened in the past, in order to support students during exams.

#### Adjournment

On a motion by B. Russell, seconded by L. McCormack-Smith, the meeting was adjourned at 1:31pm. CARRIED.



## Striking Committee – Nominations for 2021/22 NCC

Striking Committee 2021 Members: *Bonnie McElhinny, NCSC President, Kerri Huffman, Kevin Edmonds, Nikki Butler, Alexandra Guerson*

### **MEMBERSHIP OF COUNCIL**

#### ***Ex Officio* members:**

- President (or designate)
- Vice-President and Provost (or designate)
- Principal
- Vice-Principal
- Assistant Principal & Registrar
- Director, Residence and Student Life
- Chief Administrative Officer
- Associate Director, Advancement
- Alumni Development Officer
- Director, International Programs
- Librarian
- Director, the Writing Centre
- One Associate Registrar (Donna Chang)
- Director of each academic program
- Director, WGSJ
- Director, Human Biology
- President, NCSC
- One Vice-President, NCSC (VP Admin)
- Two Presidents, NCRC
  
- **6 elected members of the teaching staff** (*2 year terms*)
  - *serving the second of a two-year term: \*returning*  
Khalid Ahmed  
Chandni Desai  
Anderson Todd
  
  - *Serving the first of a two-year term:*  
Elli Weisbaum  
Alistair Dias

#### **6 Student Reps:**

NCSC Reps (4)  
VP Finance  
VP Student Services

**Course Union Reps**

African Studies Student Union  
Buddhism, Psychology & Mental Health  
Student Union  
Caribbean Studies Student Union  
Equity Studies Student Union  
Human Biology Student Union  
Women & Gender Studies Student Union

**Dons Rep**

Sarah Zaman

**TA/WC Instructors Rep  
4 Alumni Reps**

\_rep from TAs\_\_\_\_\_

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**USWA Rep**

Lily Kwiatkowski

**CUPE Rep**

Mariana Cassar\_\_\_\_\_

**Chair of Council**

*Nomination: Jeff Newman*

## ***STANDING COMMITTEES OF COUNCIL:***

### **ACADEMIC AFFAIRS COMMITTEE**

*Ex Officio:* Bonnie McElhinny (Principal), Kerri Huffman (Asst. Principal & Registrar), Marieme Lo (African Studies), Nestor Rodriguez (Caribbean Studies), Tara Goldstein (VP), Anne McGuire/Stano Doyle Wood (Equity Studies), Alissa Trotz (WGSI), Melody Neumann (Human Biology), Liz Newbery (Writing Centre), Frances Garrett (BP&MH), Bruce Russell (IFP), Jeff Newman (Librarian) Alexandra Guerson (New One) Sam Teale (CEL)

*To be elected:* 5 members of Council

<p><b><i>Nominations:</i></b></p> <ol style="list-style-type: none"> <li>1. <b>Leah McCormack Smith</b></li> <li>2. NCSC rep</li> <li>3. CSES rep</li> <li>4. <b>Chandni Desai</b></li> <li>5. <b>Lily Kwiatkowski</b></li> </ol>
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### **BUILDING COMMITTEE**

*Ex Officio:* Bonnie McElhinny (Principal), Ron Vander Kraats (Chief Administrative Officer), Leah McCormack-Smith (Director, Residence and Student Life), Adam Lucas (Property Manager)

*To be elected:*

- 1 member of teaching staff
- 2 students
- 1 residence don
- 1 of head stewards

<p><b><i>Nominations :</i></b></p> <p>Director, Caribbean Studies</p> <p>NSCS rep</p> <p>CSES rep</p> <p><b><i>Co-opt:</i></b> Hong Si, Karen Spence, Dylan Williamson (ADRL), Melody Neumann (HMB),</p>
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## **LIBRARY COMMITTEE**

*Ex Officio:* Jeff Newman (Librarian), Bonnie McElhinny (Principal)

*To be elected:* four members of Council

<p><b><i>Nominations:</i></b> <b>Alexandra Guerson</b>          Khalid Ahmed  <b>Chandni Desai</b>          NCSC rep</p>
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## **NEW STUDENT SERVICE**

*Ex officio:* Bonnie McElhinny (Principal), Kerri Huffman (Registrar), Tricia Patel (Associate Registrar), Leah McCormack-Smith (Director, Residence and Student Life), Jeff Newman (Librarian), Liz Newbery (Director, WC), Brenda Registe (ADO).

<p><b><i>Nominations:</i></b> <b>4 NCSC Reps (including President, Orientation Co-ordinators, Commuter Rep)</b>  <b>2 NCRC Reps</b></p>
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<p><b><i>Co-opted:</i></b> Trish Starling          Dylan Williams          Lily Kwiatkowski</p>
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## **PRIORITY, PLANNING AND BUDGET COMMITTEE**

*Ex Officio:* Bonnie McElhinny (Principal), Lucy Zuo (President, NCSC), Kerri Huffman (Asst. Principal & Registrar), Ron Vander Kraats (Chief Administrative Officer), Leah McCormack-Smith (Director, Residence and Student Life), Jeff Newman (Librarian), Melody Neumann (Director, Human Biology), Alissa Trotz (Director, WGS), Maria Petri (ADO)

*To be elected:* 4 members of Council

<p>NCRC rep          Lily Kwiatkowski (USWA)          Frances Garrett (BPMH)          Donna Chang (Assoc Reg)</p>
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